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P U B L I C S E R V I C E S

DON PPBS Issue Brief

Data Comparison Across PPBS

What is the Data Comparison Issue?

- **Data is difficult to compare across phases of the PPBS process. Although much of the same data is used across the three phases of PPBS, there is an inability to easily track common data from one phase to the next. In particular, the use of PEs and LIs in Programming and Budgeting make comparison and reconciliation of data difficult.**

What is the Data Comparison Issue?

- **Examples**
  - The large amount of effort invested in the Planning phase is not effectively used by the Programming phase due to inefficient data sharing between the two phases. **[EFFECT]**
  - There is no overriding corporate information system management approach to PPBS data. A result is that Programmers trying to participate in the budget cycle have problems identifying specific decisions that affect the small part of the DoN resources for which they are responsible. **[CAUSE]**
  - Execution data is not used by the Planning or Programming phases to help measure the predictive accuracy of their work. **[EFFECT]**
  - Resource sponsors are not very involved in budgeting, and claimants are not very involved in programming. **[BOTH]**
  - Information sharing between Programming and Budgeting is complicated by a focus on dissimilar data elements by the two phases (i.e. PEs for WINPAT and line items for NBTS). **[EFFECT]**
  - The value of each phase's outputs is not fully understood and therefore not fully leveraged by the other phases due to ineffective information sharing. **[EFFECT]**

Where Does Data Comparison Fit?

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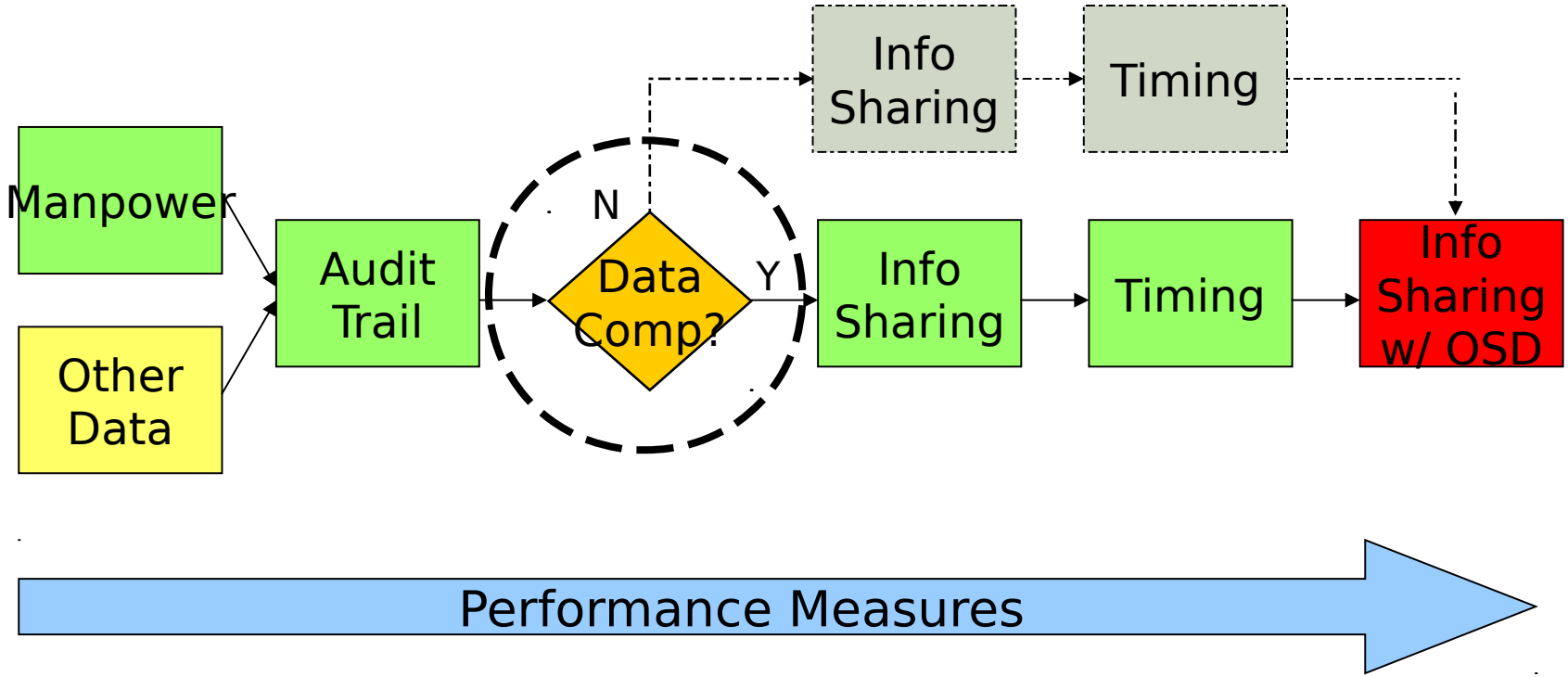
PPBS Issue Chain of Causation:



Where do Data Comparison Processes Break Down?

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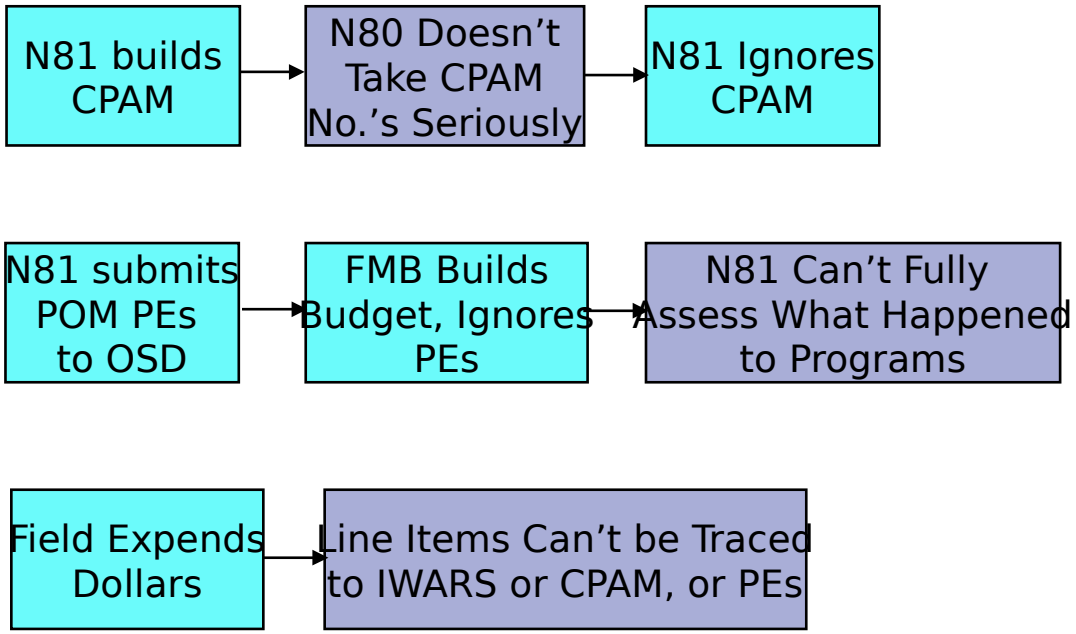
N81 builds CPAM
N80 Doesn't Take CPAM No.'s Seriously
N81 Ignores CPAM
N81 submits POM PEs to OSD
FMB Builds Budget, Ignores PEs
N81 Can't Fully Assess What Happened to Programs
Field Expends Dollars
Line Items Can't be Traced to IWARS or CPAM, or PEs

Potential Interview Questions

- Which data comparison problems have the highest impact on your business process?
- What initiatives have been attempted to fix data comparison problems? If none, then why?
- How do you work around these problems?
- Who are the stakeholders of this issue? Who stands to gain/lose from fixing it (maybe infer this, but don't ask directly)
- At what point in the process is this problem the most detrimental?
- Where can we find tangible examples of the effects of this problem?
- Will concurrent programming and budgeting affect this issue?
- Which data comparability issues have we missed (if any)?

Potential POCs

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- **See Roel's List**